

## FY 2006-2007 TRAINING SCHEDULE



### THE OFFICE OF INNOVATIONS & SOLUTIONS (HR-20) *Enterprise Training Services*

PROFESSIONAL SKILLS AND TECHNICAL TRAINING PROGRAM  
&  
PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM



Attached is the Training Schedule which includes upcoming courses for the Professional Skills & Technical Training Program and the Project Management Career Development Program (PMCDP).

**Registration:** Please use the Corporate Human Resource Information System (CHRIS) Workflow process to request training enrollment, for those organizations currently using workflow. *The Office of Innovations & Solutions will assess the course cost for this training session directly through each organization's Working Capital Fund account for each individual who registers.*

**Points of Contact:** For additional information that isn't available in this schedule, please contact the training assistant assigned to the course you're inquiring about. You may also contact any training assistant to find out which training consultant is assigned to your organization.

<b>Heather Barth</b>	(202) 586-8522
<b>Derrick Collier</b>	(202) 586-1997
<b>Steven Head</b>	(202) 586-9512
<b>Shira Holmes</b>	(202) 586-8449
<b>Joyce Lancaster</b>	(202) 586-8676

*\*Current as of September 14, 2006*

Course	Date	Program	CHRIS Code	Session Number	Location	POC/Telephone	Cost
<i>Advanced Concepts In Project Management</i>	<i>Sept. 26-Nov.10, 2006</i>	<i>PMCDP</i>	<i>001023</i>	<i>0015</i>	<i>Chicago Operations Office</i>	<i>Linda Media (630) 252-2336</i>	<i>N/A</i>
<i>Advanced Concepts In Project Management</i>	<i>October 23-December 8, 2006</i>	<i>PMCDP</i>	<i>001023</i>	<i>0016</i>	<i>Richland, WA</i>	<i>Jodi Dawson (509) 376-5634</i>	<i>N/A</i>
<i>Advanced Leadership</i>	<i>October 2-6, 2006</i>	<i>PMCDP</i>	<i>001041</i>	<i>0001</i>	<i>U.S. DOE, Germantown Room A-410</i>	<i>Mary McCune (301) 903-8152</i>	<i>N/A</i>
<i>Advanced Leadership</i>	<i>January 22-26, 2007</i>	<i>PMCDP</i>	<i>001041</i>	<i>0002</i>	<i>Chicago Operations Office</i>	<i>Linda Media (630) 252-2336</i>	<i>N/A</i>
<i>Contract Administration for Technical Representatives (Non M&amp;O)</i>	<i>October 3-5, 2006</i>	<i>Professional Skills</i>	<i>000058</i>	<i>0096</i>	<i>DOE Forrestal Building Washington, DC Room GH-043</i>	<i>Joyce Lancaster</i>	<i>\$690</i>
<i>Contract Administration for Technical Representatives (Non M&amp;O)</i>	<i>October 24-26, 2006</i>	<i>PMCDP</i>	<i>000058</i>	<i>0098</i>	<i>Golden Field Office</i>	<i>Beth Stover (303) 275-4923</i>	<i>N/A</i>
<i>Contract Administration for Technical Representatives (M&amp;O)</i> <i>*Course is For Y-12 Group in Oak Ridge Only</i>	<i>September 26-27, 2006</i>	<i>PMCDP</i>	<i>000058</i>	<i>0099</i>	<i>Y-12 Site Office Oak Ridge, TN</i>	<i>Molly Saenz (505) 845-5257</i>	<i>N/A</i>
<i>Contract Administration for Technical Representatives (Non M&amp;O)</i> <i>*Course is For Y-12 Group in Oak Ridge Only</i>	<i>September 26-28, 2006</i>	<i>Professional Skills</i>	<i>000058</i>	<i>0097</i>	<i>Y-12 Site Office Oak Ridge, TN</i>	<i>Molly Saenz (505) 845-5257</i>	<i>N/A</i>

<b>Course</b>	<b>Date</b>	<b>Program</b>	<b>CHRIS Code</b>	<b>Session Number</b>	<b>Location</b>	<b>Point Of Contact</b>	<b>Cost</b>
<i><b>COR Refresher</b></i>	<i>October 6, 2006</i>	<i>Professional Skills</i>	<i>001057</i>	<i>0024</i>	<i>DOE Forrestal Building Washington, DC Room GH-043</i>	<i>Joyce Lancaster</i>	<i>\$230</i>
<i><b>Cost and Scheduled Estimation</b></i>	<i>November 13-17, 2006</i>	<i>PMCDP</i>	<i>000139</i>	<i>0010</i>	<i>NETL-Morgantown Building 26, Room G51B</i>	<i>Laurel Brletic (412) 386-5828</i>	<i>N/A</i>
<i><b>CSRS Retirement Seminar</b></i>	<i>September 26-28, 2006</i>	<i>Professional Skills</i>	<i>000033</i>	<i>0052</i>	<i>DOE Forrestal Building Washington, DC Room GH-035</i>	<i>Derrick Collier (Primary) Heather Barth (Alternate)</i>	<i>\$690</i>
<i><b>CSRS Retirement Seminar</b></i>	<i>October 25-27, 2006</i>	<i>Professional Skills</i>	<i>000033</i>	<i>0053</i>	<i>U.S. Department of Energy Germantown Room A-410</i>	<i>Shira Holmes (Primary) Derrick Collier (Alternate)</i>	<i>\$690</i>
<i><b>FERS Retirement Preparation Seminar</b></i>	<i>September 20-22, 2006</i>	<i>Professional Skills</i>	<i>000038</i>	<i>0003</i>	<i>DOE Forrestal Building Washington, DC Room GH043</i>	<i>Shira Holmes (Primary) Derrick Collier (Alternate)</i>	<i>\$690</i>
<i><b>FERS/CSRS Mid-Career Retirement Planning</b></i>	<i>December 12-13, 2006</i>	<i>Professional Skills</i>	<i>000066</i>	<i>0003</i>	<i>DOE Forrestal Building Washington, DC Room GH027</i>	<i>Dee Campos (Primary) (202) 586-9543 Jackie Battle (Alternate) (202) 586-9547</i>	<i>\$460</i>
<i><b>National Environmental Policy Act &amp; Environmental Laws and Regulation (NEPA)</b></i>	<i>November 7-9, 2006</i>	<i>PMCDP</i>	<i>001046</i>	<i>0010</i>	<i>NETL – Pittsburgh Building 922, Section A</i>	<i>Laurel Brletic (412) 386-5828</i>	<i>N/A</i>

Course	Date	Program	CHRIS Code	Session Number	Location	Point Of Contact	Cost
<i>Performance Based Contracting, Implementation and Management</i>	<i>September 26-28, 2006</i>	<i>PMCDP</i>	<i>001040</i>	<i>0004</i>	<i>Chicago Operations Office Argonne National Laboratory</i>	<i>Linda Media (630) 252-2336</i>	<i>N/A</i>
<i>Project Management Essentials</i>	<i>October 2-December 8, 2006</i>	<i>PMCDP</i>	<i>001022</i>	<i>0030</i>	<i>Yucca Mountain Site Characterization Office</i>	<i>Nora Gilbert (702) 794-1441</i>	<i>N/A</i>
<i>Project Management Essentials</i>	<i>October 2-December 8, 2006</i>	<i>PMCDP</i>	<i>001022</i>	<i>0031</i>	<i>Savannah River Site Office Room TBD</i>	<i>Jean Stump (803) 952-9462</i>	<i>N/A</i>
<i>Project Management Simulation</i>	<i>October 2-6, 2006</i>	<i>PMCDP</i>	<i>001029</i>	<i>0012</i>	<i>Chicago Operations Office Argonne National Laboratory Building 617 (Lower Level)</i>	<i>Linda Media (630) 252-2336</i>	<i>N/A</i>
<i>Project Risk Analysis and Management</i>	<i>September 26-29, 2006</i>	<i>PMCDP</i>	<i>001033</i>	<i>0008</i>	<i>Chicago Operations Office Building 212, Room A-157</i>	<i>Linda Media (630) 252-2336</i>	<i>N/A</i>
<i>Intro to Purchase Card</i>	<i>October 17-18, 2006</i>	<i>Professional Skills</i>	<i>000914</i>	<i>0011</i>	<i>DOE Forrestal Building Washington, DC Room GH043</i>	<i>Heather Barth (Primary) Joyce Lancaster (Alternate)</i>	<i>\$460</i>
<i>Purchase Card Refresher</i>	<i>October 19, 2006</i>	<i>Professional Skills</i>	<i>001067</i>	<i>0014</i>	<i>DOE Forrestal Building Washington, DC Room GH043</i>	<i>Heather Barth (Primary) Joyce Lancaster (Alternate)</i>	<i>\$230</i>
<i>Real Property Asset Management</i>	<i>November 14-16, 2006</i>	<i>Professional Skills</i>	<i>001183</i>	<i>0013</i>	<i>Nevada Support Facility Searchlight Conference Room C211</i>	<i>Mary Richards (702) 295-6238</i>	<i>N/A</i>

<b>Course</b>	<b>Date</b>	<b>Program</b>	<b>CHRIS Code</b>	<b>Session Number</b>	<b>Location</b>	<b>Point Of Contact</b>	<b>Cost</b>
<i>Scope Management &amp; Baseline Development</i>	<i>October 24-26, 2006</i>	<i>PMCDP</i>	<i>001036</i>	<i>0001</i>	<i>Chicago Operations Office</i>	<i>Linda Media (630) 252-2336</i>	<i>N/A</i>
<i>Scope Management &amp; Baseline Development</i>	<i>October 17-19, 2006</i>	<i>PMCDP</i>	<i>001036</i>	<i>0003</i>	<i>NETL-Morgantown Building 26, Room G51B</i>	<i>Laurel Brletic (412) 386-5828</i>	<i>N/A</i>
<i>Value Management</i>	<i>October 17-19, 2006</i>	<i>PMCDP</i>	<i>001037</i>	<i>0004</i>	<i>Nevada Support Facility Great Basin, Room A107</i>	<i>Mary Richards (702) 295-6238</i>	<i>N/A</i>

# COURSE DESCRIPTIONS

## ADVANCED CONCEPTS IN PROJECT MANAGEMENT

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 certification and information technology (IT) project management certification, but it applies to all levels of project director development. This course is presented in a blended learning format that includes a 2-hour televideo conference session once a week over approximately five weeks and one 3-day resident seminar. This highly interactive course begins with an online self-assessment of the participants' project management experience and includes project management topic areas:

- Pre-project planning
- Integrated safety management
- Quality management
- Systems engineering
- Value management
- Integrated project teams
- Effective briefing techniques

**Requirement:** To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.

**Target Audience:** *Level 2 Federal project directors; IT project directors; integrated project team members; and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 20 million dollars; however, the course will be beneficial to PMCDP participants seeking higher levels of certification. (TPC may differ for IT project directors.)*

## ADVANCED LEADERSHIP

### At the completion of the course, students will be able to:

- Describe their leadership strengths and weaknesses
- Identify historical leaders and their characteristics
- Discuss the relationship between ethics and leadership
- List the characteristics of a leadership model relevant to DOE
- Develop effective communication strategies and vehicles
- Negotiate to a win-win solution
- Motivate their team/group/division
- Manage common conflict situations faced by senior DOE managers
- Develop an action plan
- Apply a structured decision model
- Avoid common decision traps
- Apply five decision support tools
- Compare and contrast the roles and responsibilities of program and senior project managers
- Gain stakeholder alignment
- Apply a structured strategic planning process
- Promote collaborative planning
- Know the appropriate and inappropriate situations in which to use nine common influence techniques
- Describe their role in influencing their team/group/division's culture
- List solutions to the Budget Problem
- List solutions to the Authority Problem
- List characteristics of bad leaders
- Create a personal development plan

### **CONTRACT ADMINISTRATION FOR TECHNICAL REPRESENTATIVES (PRS17)**

This 3-day course is designed for employees who have valuable technical or functional expertise, but little formal training in procurement, who need to know what to do when tasked to be Contracting Officer's Representatives (COR) on a DOE **non-M&O** prime contract. Topics include: authorities and responsibilities; ethics; communicating with the contracting officer; understanding the contract; contract planning; modifying contracts; ratifying contracts; issuing task orders; exercising contract options; evaluating contractor performance; handling performance problems; completing the contract; and contract termination. Upon completion of the course, each participant should be able to:

- Understand DOE's approach to contract administration.
- Describe the role of the COR, particularly in relation to the contracting officer and the contractor.
- Identify the duties of the COR and how to effectively complete assigned responsibilities.

**Requirement:** This is a 24-hour requirement course. All participants must attend the full 3-days of training to receive PMCDP credit, re-certification, and certificate of completion

**Target Audience:** *Personnel designated as CORs who have not completed the required training*

### **COR REFRESHER (PRS18)**

This 1-day course is designed to meet the Contract Officer's Representative (COR) re-certification requirement. The course provides required training in responsibilities and limitations of authority of COR's. It is intended for the experienced COR and is required every two years as a refresher. Upon completion of the course, each participant should be able to 1) List and describe the assigned duties as Contracting Officer's Representative; 2) Demonstrate an awareness of the complex and challenging responsibilities of contracting (GS-1100 series) personnel in carrying out the "Law of the Land" as embodied in the Federal Acquisition Regulation (FAR); 3) Given a common acquisition scenario, detail the statutory and procedural requirements of the FAR; 4) Provide examples demonstrating a basic understanding of the importance of teamwork between the technical community and the contracting community for effectively conducting the contracting process; and 5) Lead a discussion reinforcing the level of awareness of the non-contracting employees' value and importance in the contracting process.

**Requirement:** *This is an eight-hour requirement course. All participants must attend the full day of training to receive a certificate of course completion*

**Target Audience:** *Personnel who have completed the 3-day COR training; for COR re-certification; and experienced COR*



### **COST AND SCHEDULE ESTIMATION**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 2 Certification, but applies to all levels of project director development. This course provides participants with a high-level overview of cost and schedule estimation techniques necessary for successful project management. Participants will receive practical skills training on how to develop independent cost and schedule estimates and how such estimates factor into a project's baseline. The course teaches skills used across the project life cycle, but focuses on estimates developed in project planning and the early stages of project execution (preliminary design). This course prepares the participant to use project scope as the basis for a project's cost and schedule estimates. Participants will be able to

- Work through aspects cost estimating with actual scenarios and defend the course of action chosen
- Develop a base cost estimate
- Develop cost and schedule contingency estimates
- Apply life-cycle costing techniques
- Validate estimates

**Requirement:** To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of any exams.

**Target Audience:** *Level 2 or higher Federal project directors; integrated project team members; and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost of at least 20 million dollars.*

### **CSRS RETIREMENT PREPARATION SEMINAR**

This 3-day course is designed to stimulate positive thinking toward proper planning for post-retirement years. Emphasis will be placed on advanced pre-retirement planning rather than specific retirement benefits. This seminar will cover: CSRS benefits; other retirement benefits (health benefits, life insurance, and the Thrift Savings Plan); estate planning; financial planning; tax and legal issues; health and fitness or health considerations; social security benefits and medicare; and life after retirement.

**Target Audience:** *Open to all DOE FERS employees (5 years from retirement) and their spouses (attendance of a spouse must be noted on the Standard Form 182, Block 16)*

### **FERS RETIREMENT PREPARATION SEMINAR**

This 3-day course is designed to stimulate positive thinking toward proper planning for post-retirement years. Emphasis will be placed on advanced pre-retirement planning rather than specific retirement benefits. This seminar will cover: FERS benefits; health benefits; life insurance; the Thrift Savings Plan; estate planning; financial planning; tax and legal issues; health and fitness or health considerations; social security benefits and Medicare; and life after retirement.

**Target Audience:** *Open to all DOE FERS employees (5 years from retirement) and their spouses (attendance of a spouse must be noted on the Standard Form 182, Block 16)*

### **NATIONAL ENVIRONMENTAL POLICY ACT & ENVIRONMENTAL LAWS AND REGULATION**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 certification, but it may apply to other levels of project director development. This 3-day course discusses the impact of the National Environmental Policy Act (NEPA) on the responsibilities of a DOE project director, and it provides participants with a broad knowledge of the major environmental regulatory acts and the agencies that govern DOE operations with respect to the environment.

This course addresses:

- National Environmental Policy Act
- Other environmental regulations
- DOE Environmental Management System
- Integration of environmental regulatory requirements into the critical decision process and overall project schedule

**Requirement:** To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exam.

**Target Audience:** *Federal project directors, prospective project directors, and IPT members. The course is designed for project directors with at least seven years of experience in project management and who currently work in a project management position on a project with a total project cost (TPC) of at least 100 million dollars; however, it will be beneficial to any project director involved with environmental regulations.*

### **PERFORMANCE-BASED CONTRACTING, IMPLEMENTATION AND MANAGEMENT**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 3 certification, but it applies to all levels of project director development. Encompassing the entire performance-based management contracting planning process, from DOE's strategic planning through performance measurement, this two-day course addresses:

- Statutory, regulatory, and DOE policy for Performance-Based Management Contracts
- DOE's Strategic Management System, including planning, budget formulation and execution, and program evaluation
- Team roles and responsibilities in planning for and developing Performance-Based Management Contracts
- Developing requirements documents: performance work statements, work authorizations, performance baselines
- Using Performance-based management elements: Quality Assurance Surveillance Plans, Contract Management and Administration Plans, risk assessments and analysis, incentive plans, Performance Evaluation and Measurement Plans, and earned value management

**Requirement:** To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exam.

**Target Audience:** *Federal project directors, prospective project directors, and integrated project team members. The course is designed for project directors with approximately three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 5 million dollars; however, it will be beneficial to PMCDP participants seeking higher levels of certification.*

### **PROJECT MANAGEMENT ESSENTIALS**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 certification and information technology (IT) project management certification, but it applies to all levels of project director development. This blended learning course is presented in ten 2-hour televideo conference sessions and one 3-day resident seminar over approximately two months. The course addresses

- Project risk management
- Earned value management systems and project reporting
- Life cycle cost estimating
- Leadership and teambuilding
- Work breakdown structure development and project scope baselines
- Configuration management
- Project planning and resource loaded scheduling

**REQUIREMENT:** To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.

**TARGET AUDIENCE:** *Level 1 or higher federal project directors; IT project directors; integrated project team members; and prospective project directors. Attendees at this course should have at least three years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 million dollars; however, the course will be beneficial to PMCDP participants seeking higher levels of certification. (TPC may differ for IT project directors.)*

### **PROJECT MANAGEMENT SIMULATION**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 certification, but it applies to all levels of project director development. This computer-based project management simulation enables participants to exercise and integrate a wide variety of project management skills. This 5-day course addresses:

- Developing defensible project plans
- Applying PM tools and techniques effectively to plan, track, and control projects
- Improving project team performance
- Improving interpersonal effectiveness
- Analyzing project information, report status, and needs
- Identifying complex project tradeoff decisions
- Recognizing when to focus on task and when to focus on process

**Requirement:** To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exam.

**Target Audience:** *Level 2 federal project directors, prospective project directors, and IPT members. Attendees of this course should have a minimum of five years of experience in project management and should currently work in a project or program management position for a project with a total project cost (TPC) of at least 20 million dollars; however, it will be highly beneficial to PMCDP participants seeking any level of certification.*

### **PROJECT RISK ANALYSIS AND MANAGEMENT**

This course is designed to prepare DOE project managers to: determine project risks and develop risk management and mitigation strategies; determine at which points in a project life cycle Risk Analyses should be performed; evaluate potential risk probability and consequences, determine risk factors, select risk management or mitigation strategies, and develop a risk management plan. Participants will also acquire the skills that will enable them to assign risk responsibility between DOE and contractors; determine appropriate project cost and schedule contingencies for identified risks; determine appropriate project management and controls tools to assist in managing identified risks; and evaluate project Estimates at Completion (EAC) and remaining contingencies to determine adequacy of funds. The course also integrates a representative project management software risk analysis tool, using laptop computers, to demonstrate current modeling tools and techniques in managing risk.

**Recommended Prerequisite(s):** PGM01, PMC10 or PMMS5

**Target Audience:** *Project Managers or team members; program and matrix staff who require a better understanding of risk management.*

### **INTRODUCTION TO PURCHASE CARD PROGRAM**

This 2-day course will provide the necessary purchase card training for all personnel who have delegated purchase card authority. The attendees will receive instruction in the basic concepts of Government contracting and accountability, and its implementation via the GSA "Smart Pay" program. Attendees will learn how to properly employ this method for individual purchases to provide timely, cost effective support, while maintaining appropriate attention to fiduciary duties. The instructor will present a detailed knowledge of the purchase card process, sufficient to ensure the participants' ability to properly place and administer purchase card transactions in a safe and effective manner; provide general overview of the DOE acquisition environment, procurement methods, and acquisition reform efforts suitable to provide a context for purchase card use; outline the GSA Smart Pay Program and DOE purchase card implementation policy/guidance in sufficient detail to recognize overarching program objectives, required buying and administration processes, and to understand purchase card conditions, constraints, and prohibitions; explain the statutory, regulatory, and policy requirements related to procurement integrity/ethics, and their application in a purchase card environment.

**Target Audience:** *Required training for personnel who have been delegated for purchase card authority*

### **PURCHASE CARD REFRESHER**

This course is designed as a refresher for employees who have already completed the 2-day training on purchase card delegation/appointment. Topics include: instruction in the basic concepts of Government contracting and accountability and its implementation via the GSA "SmartPay" program; the purchase card process; an overview of the DOE acquisition environment, procurement methods, and acquisition reform efforts suitable to provide a context for purchase card use; the statutory, regulatory, and policy requirements related to procurement integrity/ethics, and their application in a purchase card environment.

**Requirement:** *This is an 8 hour requirement course. All participants must attend the full day of training to receive credit, re-certification, and certificate of completion. (This course is required every two years as a refresher for the Introduction to Purchase Card Program re-certification.)*

**Recommended prerequisite(s):** *Introduction to Purchase Card Program*

**Target Audience:** *Personnel who have been or are likely to be tasked with purchase card delegation who has already taken the required 2-day training*

### **REAL PROPERTY ASSET MANAGEMENT (PMCE07)**

Real Property Asset Management (RPAM) is a three-day course focusing on the requirements of DOE Order 430.1B, Real Property Asset Management. In the course you will learn a systematic, integrated approach to the management of federal real property. The course addresses real property planning and management, Ten-Year Site Plans, real property status reporting requirements and mechanisms, value engineering, performance management, and DOE and contractor roles and responsibilities for real property asset management. Also included in the course are the requirements contained in the Executive Order, Federal Real Property Asset Management (EO 13327 - 69 r. Reg. 589, February 4, 2004) which places greater visibility on management of real property assets.

**Requirement:** The objective is to establish a corporate, holistic, and performance-based approach to real property life-cycle asset management that links real property asset planning, programming, budgeting, and evaluation to program mission projections and performance outcomes.

**Target Audience:** *Employees involved with the planning, acquisition, maintenance and recapitalization, disposal or long-term stewardship of DOE real property lands or facilities.*

### **SCOPE MANAGEMENT AND BASELINE DEVELOPMENT**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 2 Certification, but applies to all levels of project director development. This course is designed to enhance the participant's ability to clearly define requirements and scope, develop a defensible baseline, and manage conformance to the baseline throughout the project life-cycle. Participants will be able to

- Conduct effective requirements identification and validation
- Prioritize requirements, conduct trade-off analyses, and determine whether requirements are functional or non-functional
- Identify project risks and requirement restraints and assess their impact on baselines
- Develop and use work breakdown structures to support scope management
- Recognize and control scope and configuration changes throughout the project life cycle.

**Requirement:** To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of any exams.

**Target Audience:** *Level 2 or higher Federal project directors; integrated project team members; and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost of at least 20 million dollars.*

## **VALUE MANAGEMENT**

This course is part of the Project Management Career Development Program (PMCDP). As a Level 2 elective, it is a component of PMCDP Level 2 certification, but it applies to all levels of project director development. With a focus on how the value management (VM) process can be used to improve the cost and schedule of most DOE projects, this 3-day course addresses:

- Building and leading VM teams
- Understanding the six-step VM job plan
- VM definitions, principles, and concepts
- Contractual aspects of VM
- VM and the project life cycle
- Function analysis in the VM process

**Requirement:** To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exam.

**Target Audience:** *Federal project directors, prospective project directors, and IPT members. The course is designed for project directors with at least five years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 20 million dollars; however, it will be beneficial to PMCDP participants seeking higher levels of certification.*